

16 February 2005

Training  
**DRILL SERGEANT PROGRAM (DSP)**

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**Summary.** This regulation prescribes policies and procedures and establishes responsibilities for managing the Drill Sergeant Program (DSP). This revision supports the changes in the initial entry training environment and the DSP since the last publication of this regulation.

**Applicability.** This regulation applies to all Army Training Centers; activities authorized Drill Sergeants; United States Army Reserve Divisions (Institutional Training); brigades; and all Active Army and USAR Drill Sergeant Schools.

**Supplementation.** Do not supplement this regulation without approval from Commander, TRADOC (ATTG-II), 5 Fenwick Road, Fort Monroe, VA 23651-1049.

**Forms.** The forms prescribed by this regulation are available on the TRADOC homepage at <http://www.tradoc.army.mil/tpubs/TRADOCForms/TRADOCForms.htm>.

**Suggested improvements.** The proponent of this regulation is Deputy Chief of Staff for Operations and Training (DCSOPS&T). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

**Availability.** This publication is available solely on the TRADOC homepage at <http://www.tradoc.army.mil>.

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\*This regulation supersedes TRADOC Regulation 350-16, 20 September 2002 and TRADOC Forms 350-R, June 1990, 369-R, April 1993, and 603-1-R, August 2002.

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**Chapter 1**

**Introduction**

**1-1. Purpose.** This regulation establishes objectives, policies, and responsibilities for training and use of Drill Sergeants (DSs) and Drill Sergeant Candidates (DSCs) for the Active Army and the United States Army Reserve (USAR), as prescribed by the U.S. Army Training and Doctrine Command (TRADOC).

**1-2. References.** Appendix A contains a list of required and related publications and prescribed and referenced forms.

**1-3. Explanation of abbreviations and terms.** The glossary contains abbreviations and explanations of special terms used in this regulation.

**1-4. Responsibilities.**

a. Headquarters, Department of the Army (HQDA), Deputy Chief of Staff (DCS) G-1, Drill Sergeant Branch, will—

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- (1) Develop assignment policy for DSCs and DSs.
- (2) Serve as the approval authority for DS application requests.
- (3) Approve third-year DS extensions.
- (4) Manage the number of DSs needed to support the Active Army's worldwide mission.
- (5) Coordinate with Career Management Field (CMF) Personnel Proponent Offices regarding DS ratios concerning their CMFs, while establishing a "fair share" rule to task for DSs.

### b. Headquarters (HQ), TRADOC.

- (1) Deputy Chief of Staff for Personnel, Infrastructure, and Logistics (DCSPIL) will—
  - (a) Coordinate with the U.S. Army Human Resources Command (HRC) to ensure DSC selection for personnel fills of Active Army DS positions.
  - (b) Establish female requirements for DS ratios and military occupational specialty (MOS) structure in basic combat training (BCT), one station unit training (OSUT), and advanced individual training (AIT).
  - (c) Respond to requests for exceptions to policy on the assignment and use of DSs.
- (2) The DCSOPS&T, in coordination with HRC and TRADOC schools, will coordinate the annual training (AT) requirements (via the Army Training Requirements and Resource System (ATRRS)) for Active Army Drill Sergeant School (DSS). The DCSOPS&T is the proponent responsible for this regulation.
- (3) Office of the TRADOC Command Sergeant Major (CSM) will conduct the annual Drill Sergeant of the Year (DSOY) competition in accordance with (IAW) [chapter 4](#), below.

### c. Commander, U.S. Army Training Center (USATC) and Fort Jackson, the proponent for the TRADOC DSP, will—

- (1) Write and update this regulation.
- (2) Write, publish, update, and approve the content and execution of the Drill Sergeant School Course (DSSC) Program of Instruction (POI).
- (3) Provide quality control and standardization of DSSs.
- (4) Serve as proponent for the skill qualification identifier (SQI) "X."
- (5) Establish certification of Drill Sergeant Leaders (DSLs) IAW [chapter 6](#), below.
- (6) Conduct training assistance visits to Active Army and USAR DSSs (see [chap 3](#), below).

(7) Respond to requests for exceptions to policy this regulation establishes, excluding those pertaining to personnel actions.

(8) Establish criteria and approval authority for DS proponency to accredit DSSs.

(9) Establish a requirement to provide a cadre/DS wellness program.

d. Commander, U.S. Army Training Support Center, will provide USAR DSS training materials for support, IAW U.S. Army Forces Command ([FORSCOM](#))/[TRADOC Reg 140-3](#).

e. Army Training Center (ATC) commanders/service school commandants will—

(1) Ensure DSCs meet prerequisites of AR 614-200.

(2) Manage assignment and utilization of DSCs (see [para 2-7](#), below).

(3) Ensure that personnel arriving with orders to attend DSS attend the specified class based on projected DS strength. Deviations require prior HRC approval.

(4) Include the DSS training ammunition requirement in the installation forecast.

(5) Manage DSS IAW this regulation and TRADOC DSSC POI.

(6) Conduct an annual internal evaluation of the DSS.

(7) Take action, IAW [AR 614-200](#) or [AR 140-10](#), as appropriate, and this regulation, to remove DSCs and DSs from the DSP.

(8) Make recommendations to HRC to reconsider at a later date those personnel removed from the DSSC.

(9) Conduct DS recertification training IAW [chapter 5](#), below.

(10) Assign DS IAW [AR 614-200](#) and this regulation.

(11) Encourage brigade commanders to establish a flexible cadre/DS wellness program, based upon each brigade commander's guidance and mission, equipment, time, and troops, to ensure all DSs are allowed to break and rejuvenate upon completion of the first and second year as a DS.

(12) Ensure brigade commanders and CSMs conduct interviews with DSs and their spouses whenever DSs extend or are involuntarily extended for a third year of duty in the DSP.

f. United States Army Reserve Divisions (Institutional Training) DIV(IT) will—

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- (1) Ensure DSCs meet prerequisites of AR 614-200.
  - (2) Manage DSS IAW this regulation and TRADOC DSSC POI.
  - (3) Conduct an annual internal evaluation of the DSS.
  - (4) Take action, IAW ARs 140-10 and 614-200 and this regulation, to remove DSCs and DSs from the DSP.
  - (5) Conduct DS recertification training IAW [chapter 5](#), below.
  - (6) Assign DSs IAW AR 614-200 and this regulation.
- g. Drill Sergeant School commandants will—
- (1) Manage the operation of the DSS and conduct training IAW this regulation and TRADOC DSSC POI.
  - (2) Confirm that DSC meets the prerequisites IAW AR 614-200, prior to beginning the DSSC, and remove those candidates identified as unqualified arrivals.
  - (3) Initiate action to remove candidates from the DSSC/DSP, IAW AR 614-200, paragraph 8-17, and paragraphs [2-5](#) and [2-6](#), below, when required.
  - (4) Complete DA Form 1059 (Service School Academic Evaluation Report) for all DSCs, upon completion of or removal from the DSSC, IAW [AR 623-1](#). Unqualified arrivals do not require DA Form 1059, unless the DSC fails to meet the height/weight composition IAW [AR 600-9](#).
  - (5) Initiate action to replace projected DSL losses.
  - (6) Select the most qualified nominee for the DSL replacement.
  - (7) Supervise the training certification of DSL for the DSS IAW [chapter 6](#), below.
  - (8) Review and analyze candidate critiques and course attrition.
  - (9) Maintain copy of candidate critiques for 1 year.
  - (10) Send copy of TRADOC Form 350-E (Drill Sergeant Course Performance) to Drill Sergeant Program Proponent (DSPP) and DCSPIL IAW this regulation.
  - (11) Provide comments and recommended changes to the DSSC POI as required.
- h. Senior mission commanders will—
- (1) Designate a DSP point of contact (POC) to coordinate with HRC and HQ TRADOC on all matters relating to the DSP.

(2) Submit a monthly Active Army Drill Sergeant Report (see [para 2-11](#), below) if they have participants in the DSP.

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## **Chapter 2**

### **Administration**

#### **2-1. Entry into the DSP.**

a. In accordance with AR 614-200, soldiers may volunteer or Department of the Army (DA) may involuntarily select them for DS duty. A DSC is a noncommissioned officer (NCO) that HRC identifies and notifies for attendance at DSS. Candidate status will not begin more than 45 days prior to their class start date.

b. Active Army and USAR DSCs from all career fields are considered for selection and assignment into the DSP. All DSCs must meet the requirements outlined in [AR 614-200](#), paragraphs 8-14 through 8-15.

c. On declaration of general war or full mobilization, provisions of AR 614-200, chapter 8, section III, remain unchanged.

d. In accordance with paragraph 8-13e of AR 614-200, DSCs will complete DA Form 7424 (Sensitive Duty Assignment Eligibility Questionnaire) during the initial orientation at the DSS (not applicable for USAR). If a soldier indicates possible misconduct, which could disqualify the soldier from DS duty, HRC will make the final determination and notify the DSS if the soldier is removed from the school.

e. Soldiers who refuse to complete DA Form 7424 are subject to further background screening and/or removal from the DSS IAW paragraph 8-13f, AR 614-200.

#### **2-2. Entry into the USAR DSP.**

a. Qualified USAR personnel may enter the program by either volunteering or enlisting for DS vacancies in the USAR DIV(IT). The USAR DSC must meet the prerequisites of AR 614-200 to qualify for the program. Candidates will attend either the DSS of their assigned division or an Active Army DSS. Ensure all candidates are graduates of the Primary Leadership Development Course (PLDC) prior to attending the USAR DSS. (Note: If a USAR soldier applies for entry into an Active Army DSS, then the soldier must be a graduate of the Basic Noncommissioned Officer Course (BNCOC)). Prior service personnel, instructor-qualified in the Navy, Marines, or Air Force, must still attend the required Active Army or USAR DSS.

b. All USAR personnel, sergeant (SGT) through sergeant first class (SFC), who complete DSS and are assigned to a training unit, are awarded the SQI "X."

c. United States Army Reserve candidates in rank SGT through SFC may volunteer and be selected for attendance at an Active Army DSS. When a USAR candidate is selected to attend an Active Army DSS, direct coordination between the DSS commandants is authorized.

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Candidates must have the required uniforms and adequate funds to cover expenses during the period of training.

d. United States Army Reserve DSS candidates may have the following waived:

(1) Noncommissioned Officer Education System (NCOES) BNCOC requirement. Soldier must be a PLDC graduate.

(2) Time-in-service requirement reduced to 3 years.

(3) Rank to corporal. To attend an Active Army DSS, soldiers must be a prior service-training candidate, appointed as acting SGT (IAW [AR 140-158](#)).

### **2-3. Drill Sergeant School Course POI.**

a. The DSSC POI, which the Commanding General (CG), TRADOC approves, is directive in nature. Do not implement deviations from the POI without the written approval of Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315.

b. The USATC and DSPP will act as the proponent and approval authority for the content and execution of the DSSC. The DSPP is responsible for updating and evaluating the POI.

c. The course is conducted IAW the DSSC POI, with small group instruction (squads consisting of 8 to 16 assigned candidates). The DSLs will lead and instruct their squads throughout the course (two DSLs per squad).

d. Drill Sergeant School commandants will monitor the execution of the POI and report candidate attrition during each class on TRADOC Form 350-E (Drill Sergeant Course Performance) (RCS ATTG-35 (R2)) Instructions for completion are on the second page of the form (see [appendix B](#), below, for additional information). The DSS commandants will also conduct a complete review of any course with an overall attrition over 12 percent, to determine causes. This review is a tool for quality control and product improvement; do not use as an attempt to lower the standards. Forward the analysis, along with TRADOC Form 350-E, to Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315, and Commander, TRADOC (ATBO-BO), 5 Northgate Road, Fort Monroe, VA 23651-1048.

e. Submit recommendations for changes to DSSC material to Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315 for review/approval.

### **2-4. New-start program (Active Army and USAR).**

a. Commandants require prior approval/coordination from Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315 for new-start candidates who fail to achieve course standards. For Active Army DSCs, DSPP will forward a copy of the request to Commander, HRC (AHRC-EPA-ID), 2461 Eisenhower Avenue, Alexandria, VA 22331-0455 for input. For USAR DSCs, DSPP will forward a copy of the request to Commander, HRC-RC, 1 Reserve Way, St. Louis, MO 63132-5200. Send the original request for new-start to



the DSPP office (the approval authority for new-starts). The recommendation to new-start a candidate for failing to achieve course standards is granted on a one-time only basis. If the candidate still fails to achieve the standards after the reassignment, the commandant will remove the candidate from the DSSC IAW this regulation and AR 614-200.

b. Complete all new-start reassignments, regardless of circumstances, within 60 training days for Active Army and 6 months for USAR. New-start soldiers who experience difficulty in one course area, but are otherwise exceptional and maintain motivation, on a case-by-case basis. Commandants must decide whether to new-start a candidate before giving the candidate a one-time-only fourth attempt. Do not permit new-starts after using a fourth (final) attempt. Make reassignment to the first available class (Active Army or USAR) that provides the candidate opportunity to continue from the necessary block of training. The intent is to return the candidate to training as soon as possible from the time the decision is made.

c. Candidates that miss training due to emergency leave or hospitalization, and do not complete the course with the initial class, become new-starts to the next available class. Commandants will release candidates whose reassignments are not completed within 60 training days for Active Army and 6 months for USAR, IAW chapter 8, [AR 614-200](#), and this regulation (administrative release).

d. United States Army Reserve DSCs unable to attend two AT periods due to a conflict (for example, civilian job, civilian school, etc.) are eligible for new-start. However, they will complete DSSC within 18 months. Handle these circumstances, which require Commander, USATC and Fort Jackson approval, on a case-by-case basis.

e. Do not new-start candidates failing their final attempt on the Army Physical Fitness Test (APFT).

## **2-5. Removal of DSC from the DSSC.**

a. Drill Sergeant Candidates removed from the DSSC may remain in the DSP, be considered for DS duty in the future, and given a new DSS class date.

b. The DSS commandant is the designated approval authority to remove candidates from the DSSC, provided they are not recommended for removal from the DSP. Refer or forward in memorandum, with student acknowledgement, all adverse academic evaluation reports (AERs). The endorsement must indicate the candidate's intent with regard to appeal.

c. Senior mission, USATC, separate brigade, and/or appropriate equivalent commanders may remove Active Army soldiers from the DSP (while in candidate status or while assigned DS duties). The minimum removal authority is colonel-level command. Commanders may delegate this authority to subordinate commanders or deputy commanders/commandants in the grade of colonel or higher, including commanders/commandants of other services. See AR 140-10 for policy governing relief from DS duty for USAR soldiers. Any of the following represent reasons for removal:

(1) Arriving unqualified to DS school (soldiers that do not meet the course prerequisites IAW AR 614-200, including body composition requirements in AR 600-9).

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- (2) Failure to pass the APFT.
- (3) Academic failure.
- (4) Temporary medical reasons that will prevent soldier from completing the DSSC in the specified time.
- (5) Administrative (emergency leave, etc.).
- (6) Failure to maintain high standards of military appearance, courtesy, bearing, conduct and/or professionalism, including noncompliance with body composition requirements in AR 600-9 and testing positive for drugs.
- (7) Infractions of training policies or violations of the Uniform Code of Military Justice (UCMJ).
- (8) Lack of proper motivation, provided individual counseling was unsuccessful, including failure to enter or complete DSS.
- (9) Medical reasons, including pregnancy, when condition prevents soldier from performing DS duties.
- (10) Hardship or family problems that prevent soldier from performing DS duties.

### **d. Procedures for removal action:**

- (1) The DSS commandant evaluates all candidates recommended for removal from the DSSC (the commandant can delegate this authority to the satellite schools in USAR). In cases where the commandant determines that removal is warranted, the following procedures apply:
  - (a) The DSS commandant will notify the candidate in writing of the proposed action, basis for the action, consequences of disenrollment, and right to appeal. Candidates must submit an appeal within 48 hours for Active Army and 30 days for USAR, after receipt of written notification. If USAR candidates attend an Active Army school, the Active Army rule for appeals applies.
  - (b) The DSS commandant will receive an endorsement from the candidate that acknowledges a counseling session was held and an elimination notice was received. The endorsement also must indicate the candidate's intent with regard to appeal.
  - (c) Refer all adverse AERs to the student with memorandum for acknowledgement and comment.
  - (d) The reviewing authority for cases regarding appeals is the approval authority for removal from the DSP. The DSS commandant will review all appeals for accuracy and format, before sending the removal packet to the approval authority, IAW AR 614-200. After completion of the appeal packet, the commandant forwards the entire packet to the approval

authority. If the case involves removal of the DSC from both the DSSC and the DSP, the commandant will execute the DSC removal packet and then refer it to the ATC commandant with the recommendation to remove the DSC from the DSP, IAW AR 614-200, paragraph 2-8e.

(2) Intermediate levels of command will not delay the recommendations from reaching the approval authority. Not more than 72 hours will lapse between transmittal of the commandant's recommendation and receipt at the approval authority. Candidates should remain in training until the approval authority notifies the commandant of the final decision. Remove candidates from training if they are disruptive and interrupt an environment conducive to learning, or elect not to appeal the dismissal.

(3) Return Active Army NCOs removed from the DSSC to their units. Note: IAW AR 614-200, HRC, Chief, Combat Arms Career Division (AHRC-EPA-ID) is the removal authority for Active Army soldiers stationed in continental United States (CONUS) who become unqualified for DS assignment/duties, after graduation from DSS, and prior to departing current installation (other than DS installation) on DS assignment instructions.

(4) When removing a USAR DS candidate from an Active Army DSS, the Active Army DSS commandant will initiate a DA Form 1059, IAW AR 623-1, and notify the candidate's division. When matters involve judicial or nonjudicial punishment, the Active Army commander with jurisdiction should consult with the candidate's commander to coordinate pursuit of actions.

(5) The DSS commandant will notify the unit CSM of each candidate's removal from the DSSC/DSP. A letter from the approval authority will specify the reasons for removal.

(6) The commandant will submit a copy of the removal packet for every candidate removed from the DSSC/DSP to Commander, HRC (AHRC-EPA-ID), 2461 Eisenhower Avenue, Alexandria, VA 22331-0455, IAW AR 614-200, paragraph 8-17, and Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315.

**e. Appeals process:**

(1) The appeal and reinstatement approval authority for DSC removed from the DS program is no lower than the first general officer in the soldier's chain of command and is always a general officer higher in grade than the designated removal authority.

(2) In accordance with AR 614-200, act on appeals to DSC removal actions, and provide final decision to HRC (AHRC-EPA-ID) within 20 calendar days from the date of the soldier's removal from the DSP. Forward appeals not acted upon within the allotted time period to the CG, HRC, for action. Submit appeals requiring CG, HRC action, as indicated in paragraph (1) above, to the CG, HRC within 20 calendar days of the date of the soldier's removal from the DSP.

f. When the HRC directs removal from the DSP, the HQDA Office of the DCS (ODCS), G-1 will act as the appeal and reinstatement authority. Submit these appeals to the HQDA ODCS, G-1 (DAPE-MPE), 300 Army Pentagon, Washington, DC 20310-0300 within 20 calendar days from the date of the soldier's removal, IAW AR 614-200.

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g. Process appeals submitted to the CG, HRC, and the HQDA ODCS, G-1 through the highest general officer on the installation who is an appeal authority and is in the soldier's chain of command, IAW AR 614-200.

h. A candidate's failure to complete the DSSC in 45 academic days will result in academic removal IAW the DSSC POI.

i. Candidates must complete the USAR DSSC within 18 months and meet all course requirements by the DSS scheduled class graduation date.

j. Medically remove candidates in cases of illness, injury, or a medical profile resulting in unreasonable delays in training or loss in training time. The DSS commandants will determine the potential of the candidate to make up the missed training. Candidates must meet all course requirements by the scheduled class graduation date.

### **2-6. Removal of DSC from DSP.**

a. Commanders may remove DSCs from the DSP for cause before or during DSS. Candidates removed from the DSP are not considered for DS duty in the future. AR 614-200 and this regulation establish reasons for removal and report procedures.

b. The designated approval authority to remove USAR DSC from the DSP is ATC/USAR DIV(IT) commanders. Commanders may delegate this authority to subordinate commanders in the rank of colonel or higher with removal authority.

c. The approval authority will promptly review the circumstances of the case and decide upon the candidate's removal from the program IAW AR 614-200. The entire action, from DSS submittal to the approval authority disposition, will not exceed 5 training days. Return Active Army NCOs removed from the DSP to their unit.

d. The DSS commandant will notify the unit CSM of each candidate's removal from the DSSC/DSP. The approval authority will make notification through a letter, specifying the reasons for removal.

e. The commandant will submit a copy of the removal packet for every candidate removed from the DSSC/DSP to Commander, HRC (AHRC-EPA-ID), 2461 Eisenhower Avenue, Alexandria, VA 22331-0455, IAW 614-200, paragraph 8-17, and Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315.

f. Commandants will administer a 100 percent urinalysis test to Active Army/USAR DSS candidates, within 3 training days after reporting to the DSS. Process and collect the specimens IAW [AR 600-85](#) and U.S. Army Drug and Alcohol Operations Agency standing operating procedure. Remove from the DSP soldiers performing DS duties or in DSC status, with a confirmed positive urine test, IAW paragraph 8-17a(6), [AR 614-200](#).

### **2-7. Assignment and use of DSC.**

a. Unit commanders will ensure that the DSC has no issues that would prevent successful completion of DS tour of duty (that is, personal, financial, or medical). If in the opinion of the unit commander, the DSC is not prepared to attend DSS as scheduled (for example, prospective APFT failure, a limiting physical profile, overweight, etc.), the commander will arrange for class deferment with the Post DS Strength Manager. The commander will determine eliminating the candidate from the DSSC/DSP, if the candidate is still not prepared to attend the next available class.

b. Senior mission commanders have the option to assign a DSC to a training unit. The DSC must meet the following requirements during their assignment:

(1) Assign a DS sponsor to DSCs, both Active Army and USAR, to help prepare the candidate for DSS and monitor their activities in the unit. The DSC will spend the maximum amount of time preparing for DSS, closely observe unit training, and participate in as many training activities as time allows. The sponsor will ensure that DSCs obtain/attend the appropriate certification requirements applicable to the installation before attending DSS (for example, driver's safety, range safety, etc.). The sponsor will continually check the candidate's progress while in DSS.

(2) Do not, at any time, place the DSC in positions that allow total control of and/or assume responsibility for initial entry training (IET) soldiers. This includes, but is not limited to, marching soldiers, counseling soldiers, or acting in the capacity of primary instructor. Furthermore, do not use the DSC in the following capacities; however, the DSC may accompany a DS (sponsor) in the performance of these duties:

- (a) Charge of quarters.
- (b) Staff Duty NCO.
- (c) Sergeant of the guard.
- (d) Commander of the relief.
- (e) Kitchen police pusher.

## **2-8. Relief of DSs from DS duties.**

a. Senior mission, USATC separate brigade, and/or appropriate equivalent commanders may remove Active Army soldiers from the DSP (while in DSC status or while assigned DS duties). See AR 614-200, paragraph 8-18, for specific reasons for removing soldiers from the DSSC; DSs from their duties and the DSP; and withdrawing the SQI "X." The approval authority designated to remove a USAR DS from the DSP is the USAR DIV(IT) commander, IAW AR 140-10. (NOTE: A USAR DS, upon mobilization, is subject to the removal provisions of AR 614-200, paragraph 8-18.) The commander may delegate this authority to the USAR Division Adjutant General, but no lower. Removal authority is at least colonel or higher, including commanders/commandants of other services.

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- b. Drill Sergeants removed from the DSP may also lose the award of the "X" identifier if removed for disciplinary reasons, and are restricted from wearing the DS badge.
- c. Reassign DS removed from DS duties for cause, except for medical reasons to include illness or injury, to other duties that do not include contact with IET soldiers. Further guidance regarding disposition of DS suspended from DS duties is found in AR 614-200, paragraph 8-18.
- d. When a serious incident occurs requiring an investigation that involves a DS, suspend the DS from assigned duties and have Special Duty Assignment Pay (SDAP) suspended pending completion of the investigation, IAW AR 614-200.

### **2-9. Drill Sergeant assignment, use, and tour of duty.**

- a. Active Army and USAR DSS graduates assigned in DS positions are authorized SDAP (to include USAR performing DS duties on active duty for training (ADT) and inactive duty training (IDT) missions). Assign and use DS on status only in authorized DS positions. Drill Sergeants will not perform major additional duties that divert them from their primary duty of a DS. Additional company duties such as nuclear, biological, chemical NCO, physical security NCO, and equal opportunity representative are authorized.
- b. If a DS is put in a non-DS position, SDAP is lost for the length of time spent in the non-DS duty position. An exception to the loss of SDAP can occur whenever a DS is tasked to fill a specific requirement outside the IET environment and the tasking specifically calls for currently serving Active Army/USAR DSs.
- c. A unit without an assigned first sergeant (1SG) may temporarily appoint a DS to act in the 1SG position, for a period not to exceed 90 days. However, the DS must maintain primary position as a DS to continue to receive SDAP.
- d. Active Army DSs selected for duty at reception battalions must possess a minimum of 1 year of DS experience. United States Army Reserve DSs must attend a minimum of 2 AT periods as a DS for selection for duty at reception battalions.
- e. Assign no more than one SGT (E-5) DS per platoon.
- f. Successful graduates of DSS incur a 24-month obligation for DS duty. Soldiers must take appropriate action to meet the length of service requirement prior to attending DSS.
- g. The tour of duty as a DS normally will not exceed 36-months for Active Army. Drill Sergeant Leaders have the option to extend for an additional 6 months beyond the current maximum of 36 months, not to exceed a total of 42 months.
- h. The Active Army and USAR DSOYs will receive SDAP for the duration of their tenure.

**2-10. Annual DS certification.** Annually evaluate and certify DS assigned to BCT/OSUT units on all hands-on Warrior Tasks and Battle Drills. Annually evaluate and certify DSs assigned to AIT units on those common tasks selected for reinforcement training and evaluation in AIT (see

para 2-10, [TRADOC Reg 350-6](#)). In addition, certify the DSs whenever the BCT/AIT/OSUT POI is changed. Commanders may use the IET cadre to administer the certification.

**2-11. Reporting requirements.** The DSP POC at each DSP installation must submit a monthly report to Commander, TRADOC (ATBO-BO), 5D North Gate Road, Fort Monroe, VA 23651-1048, using TRADOC Forms 603-R (Active Army Drill Sergeant Report) and 603-1-E (Active Army Drill Sergeant Report by Grade and MOS (RCS ATBO-20 (R4))). See appendices [D](#) and [E](#) for information on completing these forms. The ending period of the report is the last calendar day of each month. The report must arrive at TRADOC HQ not later than (NLT) the 10th of the month following the ending period date. Negative reports are required.

**2-12. Drill Sergeant School organization.**

- a. All TRADOC schools titled as a "Drill Sergeant School" are CG, TRADOC approved, teach approved DSSC POI, and are DSPP office accredited.
- b. The DSS can collocate with a Noncommissioned Officer Academy (NCOA), where authorized. Submit exceptions to this policy to Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315, for review and approval.
- c. A DS-qualified 1SG/master sergeant (MSG) will fill the Chief Instructor (CI) position. When the DSS is not collocated under an NCOA, a DS-qualified individual will fill the positions of commandant and CI.
- d. Female DS authorizations for DSS are shown in table 2-1. Career Management Field for female DSs are from a CMF authorized on the installation.

**Table 2-1**  
**Number of female DS minimum authorizations for DSS**

SCHOOL	AUTHORIZATION
Fort Benning	0 each
Fort Jackson	4 each
Fort Leonard Wood	4 each

**2-13. Training assistance and support for USAR DSS.**

- a. In the interest of providing continuing support to USAR DSSs, CG, TRADOC established an affiliation between USAR DSSs and specific Active Army DSSs. These affiliations represent geographical considerations and include capstone mission where possible (see table 2-2).
- b. Specific benefits of these affiliations include:
  - (1) Drill Sergeant Leader training. The USAR commandants may request a mobile training team (MTT) to assist in DSL training.

(2) Staff assistance visits. The Active Army DSS commandants are encouraged to visit the USAR DSS during their training and provide comments and recommendations to the USAR commandants.

**Table 2-2**

**Active Army/USAR DSS affiliates**

ACTIVE ARMY SUPPORT	USAR AFFILIATE	HQs LOCATION	MOBILIZATION STATION
Fort Benning	95 <sup>th</sup>	Oklahoma City, OK	Fort Sill
	104 <sup>th</sup>	Vancouver, WA	Fort Bliss
Fort Jackson	80 <sup>th</sup>	Richmond, VA	Fort Gordon/Fort Leonard Wood
	108 <sup>th</sup>	Charlotte, NC	Fort Jackson
Fort Leonard Wood	98 <sup>th</sup>	Rochester, NY	Fort Leonard Wood
	100 <sup>th</sup>	Louisville, KY	Fort Knox

c. Send a copy of all MTT After Actions Reports that require assistance from USATC and Fort Jackson (for example, shortages of required equipment, personnel, etc.) to Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315.

**2-14. Drill Sergeant assignment ratios.** TRADOC installations are resourced DS requirements based upon the following:

a. Basic combat training/OSUT. Twelve DSs per company (3 per platoon) in order to sustain ratio within range of 1:17-20.

b. Advanced individual training. Ratio for AIT is 1:30. Although the AIT ratio is 1:30, units/companies must maintain as a minimum 2 DSs per unit/company.

c. Drill Sergeant School. Staff DSLs IAW the Instructor Manpower Model.

d. Pre-Command Course/Cadre Training Course. Use NCOs that have come off DS status within 1 year for this requirement.

**2-15. Drill Sergeant MOS structure.** The DS MOS structure and assignment of DS at TRADOC installations are as follows (not for USAR):

a. In BCT, 33 percent of DS requirements/authorizations are from CMF 11; 17 percent come from other combat arms (CA) MOSs; 25 percent from combat support (CS) MOSs; and 25 percent from combat service support (CSS) MOSs. Installations conducting BCT are authorized a minimum of 3 and up to 4 female DSs in each training company, to include the reception battalion.

b. In AIT, 100 percent of the DS requirements/authorizations are from the CMF trained. Installations conducting AIT are authorized a minimum of 3 and up to 4 females.

c. In OSUT, (CA and CS MOSs) 100 percent of the DS requirements/authorizations are from the CMF trained. In OSUT, (CSS MOS) will have a DS mix of 67 percent CMF and 33 percent



CA DSs, with at least 50 percent of CA mix as infantry. This further breaks down to 4 CA DSs and 8 CMF DSs per company. That is 1 CA DS per platoon (total of 4 per company), a minimum of 3 female CMF DSs per company, and 5 nongender specific CMF DSs per company. When the Army provides a CMF/MOS to females, installations can document their tables of distribution and allowance (TDA) female positions with any available MOS until such time that females with the specific CMF/MOS become available for DS duty.

d. The U.S. Army John F. Kennedy Special Warfare Center and School DS support for the U.S. Army Infantry School, through the following DS requirements/authorizations, utilizing CMF 37F beginning FY05, are found in table 2-3.

**Table 2-3**  
**CMF 37F DSS support**

LOCATION	CURRENT MOS	QUANTITY	PROPOSED FY05 MOS	QUANTITY
Fort Benning	11B3X	4	37F3X	4

e. Army Training Center commanders will determine the DS CMF structure within Fitness Training Units (FTUs) and reception battalions, using MOSs authorized at their installation and the approved TRADOC staffing guidance for reception battalions/FTUs.

f. Code the Personnel Identification (PERS Column "I" (interchangeable)) on the authorization document for all non-CA MOSs.

## **2-16. Drill Sergeant Candidate/DS/DSL uniform requirements.**

a. The regular working uniform for DSs/DSLs consists of the campaign/bush hat and battle dress uniform (BDU). The commander has the option to direct the wear of the stripped pistol belt with black plastic latches.

b. The campaign/bush hat is worn with the Class A and the Class B uniform for DSs/DSLs on appropriate occasions; however, the pistol belt is not part of the Class A or Class B uniforms.

c. Drill Sergeant Candidates are awarded the campaign/bush hat, pistol belt, and DS identification badge upon graduation from DSS.

d. The pistol belt is not worn on the outside of the gortex parka or other wet weather gear, but is worn on the inside; however, the pistol belt is worn on the outside of the BDU field jacket.

e. Drill Sergeant Candidates will wear a white band on the kevlar helmet, while DSLs wear a white band on their left sleeve, as well as on the kevlar.

f. The physical training reflective vest is issued to the DSS cadre on assignment and to DSCs upon graduation from DSS, to ensure uniformity.

## Chapter 3

### Drill Sergeant School Accreditation Certificate and Installation Internal Evaluations

**3-1. Guidelines.** Commander, USATC and Fort Jackson, is responsible for establishing standardization and quality control of the DSP. This responsibility requires evaluating, monitoring, and assisting all Active Army and USAR DSSs using the following general guidelines:

- a. Ensure the DSS training is in compliance with the approved DSSC POI.
- b. Evaluate facilities to ensure:
  - (1) They are conducive to the learning environment.
  - (2) They complement training as required for small group instruction (DSSC POI).
- c. Assess the DSS administration.
  - (1) Ensure DSCs meet prerequisites in AR 614-200.
  - (2) Staff as outlined in the appropriate staffing guide.
  - (3) Stabilization of tours for DSLs.
  - (4) Requisition and replacement of Active Army DSLs who have become a 90-day loss, 14 months USAR.
- d. Assess the DSS operations.
  - (1) Prior fiscal year (FY) and current FY-to-date training performance indicators.
  - (2) Instructor selection, qualification, and certification procedures.
  - (3) Prepare and distribute candidate academic evaluation reports.
  - (4) Candidate release and appeal procedures.
  - (5) Test control IAW [TRADOC Pam 350-70-5](#) and TRADOC [memorandum](#), ATTG-CD, 6 October 2001, subject: Student Academic Measurement/Testing Policy Guidance.

**3-2. Drill Sergeant School accreditation.** Accreditation is the process that measures quality training, consistency within this training, compliance with established DSPP course management plan (CMP)/POI, standardization of training, proper resourcing of schools, and the formal authority to conduct training. The Drill Sergeant Program Proponent (ATZJ-DSPP) will evaluate each Active Army and USAR DSS within a 24-month cycle. The DSPP will announce the scheduled accreditation visits IAW TRADOC Reg 350-70, [chapter III-2-7](#).

a. Drill Sergeant Program Proponent will use the current and approved TRADOC Record for Evaluation of Accreditation Standards checklist when evaluating Active Army/USAR DSSs.

b. After each accreditation, the DSPP accreditation team will furnish the commandant of the evaluated DSS a copy of the current and approved TRADOC Record for Evaluation of Accreditation Standards checklist and forward the complete original packet to Commander, USATC and Fort Jackson for approval. Once approved, DSPP will forward a copy of the accreditation packet to Commander, TRADOC (ATTG-CD), 5 Fenwick Road, Fort Monroe, VA 23651-1049. If a USAR DSS is accredited, DSPP will forward a copy of the approved accreditation packet to Commander, United States Army Reserve Command (AFRC-TRI), 1401 Deshler Street, SW, Fort McPherson, GA 30330-2000.

**3-3. Accreditation certificate.** If the DSS is accredited, Commander, USATC and Fort Jackson will furnish the accredited DSS the TRADOC Certificate of Accreditation through command channels.

**3-4. Assistance visits.** Commanding General, Fort Jackson, and DSPP will coordinate with each Active Army and USAR DSS for the conduct of assistance visits. Schools that receive a nonaccredited “Candidate for Accreditation” (CFA) rating may request an assistance visit; however, the DSS will not receive an assistance visit within 6 months prior to the official accreditation. Assistance visits (other than nonaccredited CFA requested visits) are scheduled once every 12 months; however, the proponent reserves the right to make quality assurance visits at any time. The DSPP may accredit a DSS that receives superior ratings after an assistance visit. The team chief from DSPP will provide all observations to the DSS commandant and leave a copy of the accreditation checklist. In the event corrective actions are necessary, DSS commandants will forward their report of corrective actions taken to Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315. This report must arrive at USATC and Fort Jackson NLT 60 days after receipt of the assistance visit report.

**3-5. Internal self-evaluations (ISEs).** The Active Army/USAR DIV(IT) DSS will use the TRADOC current and approved standards to conduct internal quality assurance evaluations (self-assessments) in preparation for DSPP accreditation team visits. Prior to an accreditation visit, however, the DSS will report the results and provide a copy of the institution’s self-assessment to DSPP NLT 60 days prior to the visit. The self-assessment is recorded on the current and approved TRADOC Record for Evaluation of Accreditation Standards checklist. A SFC or above with an SQI of “X” will conduct the internal self-evaluations. Keep copies of the ISEs available for the next scheduled accreditation. It is recommended to perform an ISE annually.

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## **Chapter 4**

### **Drill Sergeant of the Year (DSOY) Program**

**4-1. Eligibility criteria.** Commander, TRADOC, will select a DSOY for both the Active Army and USAR.

a. As a minimum, nominees for Active Army DSOY must:

(1) Be in the rank of SGT, staff sergeant (SSG), or SFC.

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- (2) Be a graduate of a DSS.
  - (3) Have served one year on DS status prior to selection and currently serving as a DS as of the date of nomination.
  - (4) Not previously received the Stephen Ailes Award.
  - (5) Have one year remaining on current enlistment or have a letter of extension approved.
  - (6) Take an APFT (administered as part of the competition). Soldiers prohibited from taking an APFT due to a medical profile will not compete at HQ TRADOC.
- b. As a minimum, nominees for USAR DSOY must:
- (1) Be in the rank of SGT, SSG, or SFC.
  - (2) Be a graduate of a DSS.
  - (3) After completing DSS, have served one year on DS status, to include attendance at AT as a DS, and currently serving as a DS as of the date of nomination.
  - (4) Have not previously received the Ralph E. Haines, Jr. Award.
  - (5) Have one year remaining on current enlistment or have a letter of extension approved.
  - (6) Take an APFT (administered as part of the competition). Soldiers prohibited from taking an APFT due to a medical profile will not compete at HQ TRADOC.
  - (7) Compete only once at the TRADOC level competition.

### **4-2. Selection procedures.**

a. For Active Army, each commander authorized DS will conduct a board to select an installation DSOY, and submit the name IAW the annual HQ TRADOC Memorandum of Instruction (MOI). Satellite installations will send their representative to a regional board conducted at the installation that holds proponency and as listed in the DSOY MOI. Use TRADOC Form 298-R-E to submit required nominee information. Forward completed form and packet to Commander, TRADOC (ATAL-O-I/DSOY), 90 Ingalls Road, Fort Monroe, VA 23651-1065.

b. United States Army Reserve DIV(IT) will conduct a board to select their DSOY, and submit the name IAW the annual HQ TRADOC MOI. Use TRADOC Form 298-R-E to submit required nominee information. Forward completed form and packet to Commander, TRADOC (ATAL-O-I/DSOY), 90 Ingalls Road, Fort Monroe, VA 23651-1065.

c. Following CG, TRADOC receipt of nominations, a board is convened composed of members the TRADOC CSM selects. The board will select a representative DSOY from both the Active Army and USAR, based on the following:

(1) The performance of each nominee before the board.

(2) The board's evaluation of the nominee's packet their installation or organization provided. The DSOY candidates will bring an updated enlisted record brief or DA Form 2-1 (Personnel Qualification Record), and/or copy of any orders received not in their packet, along with a recent DA photograph.

(3) The performance of each nominee on an APFT.

(4) The performance-oriented tests conducted at HQ TRADOC. These are tasks from the DSSC POI learned in DSS.

d. Drill Sergeant of the Year candidates are terminated from the competition for the following:

(1) Failing the APFT.

(2) Not in compliance with AR 600-9.

(3) Refusing to attempt performance-oriented test.

(4) Violation of the UCMJ.

**NOTE:** Members of the board consider each case referred, with recommendation to the TRADOC CSM for final disposition.

**4-3. Duties of the Active Army DSOY.** The Active Army DSOY will:

a. Be available to perform special assignments for the CG, TRADOC, when appropriate.

b. Assist U.S. Army Accessions Command (USAAC) as Total Army involvement in recruiting program assets, as requested.

c. Participate in IET assistance/assessment visits.

d. Active Army DSOY will relocate to HQ TRADOC, Fort Monroe, VA, to fulfill the requirements of the Active Army DSOY for a minimum of one year. A second year of duty is possible serving as an advisor to the USAAC CSM on matters relevant to the DSP, as well as providing continuity to the program.

**NOTE:** In the event the above duties conflict, TRADOC duties will have precedence.

**4-4. Status of installation DSOYs not selected as TRADOC DSOY (Active Army).**

Installation DSOYs (Active Army) not selected as the TRADOC DSOY will revert back to their normal DS status.

**4-5. Recommended duties of the USAR DSOY.**

- a. Meet on a regular basis (to the extent possible) with the DIV(IT) commander and CSM to discuss DS performance, IET problems, and solutions.
- b. Visit IET units within the division to observe training and make recommendations for improvement.
- c. Perform as guest speaker for civilian and military functions.
- d. Conduct monthly DS seminars within the division and provide feedback to the commander and CSM.
- e. Travel with the Active Army DSOY to ATC assistance and assessment visits when possible.
- f. Serve for a period of only 1 year.

**NOTE:** Above duties are encouraged to the extent time and resources allow.

**4-6. Types of awards.**

- a. Active Army and USAR DSOYs.
  - (1) The individual selected as the Active Army DSOY will receive appropriate recognition for exceptional achievement. Senior mission commanders may award recognition, as they deem appropriate, consistent with current DA guidance.
  - (2) The individual selected as the USAR DSOY will receive recognition for exceptional achievement. The USAR DIV(IT) commanders may award recognition, as they deem appropriate, consistent with current DA guidance.
- b. Headquarters, TRADOC. Commander, TRADOC, will present appropriate awards to both the Active Army and USAR DSOYs in a joint ceremony at Fort Monroe, VA.
- c. Headquarters, DA. The Chief of Staff, Army will present the Stephen Ailes Award (Active Army) and the Ralph E. Haines, Jr. Award (USAR) at HQDA in a joint ceremony. Commander, TRADOC, will coordinate the dates for the ceremony upon announcement of the winners.
- d. Resources. Commanders will provide travel, lodging, and subsistence funds for their DSOY. Incumbent DSOY's (Active Army/USAR) respective commands provide temporary duty funds.

## Chapter 5

### Drill Sergeant Recertification Training

**5-1. General.** This chapter provides guidance for conducting recertification training for qualified NCOs returning to DS status. The recertification training, outlined in the Drill Sergeant Recertification Course (DSRC) and this chapter, is completed prior to reinstatement of SDAP. Drill Sergeant Returnees (DSRs) who deployed in support of operational requirements, across the force, for a period of less than 12 months, do not attend the DSRC; however, DSRs that deployed for a period of 12-18 months prior to serving in an authorized DS position, once redeployed back to CONUS and placed back on assignment for DS duty, will attend the 2-week DSRC.

**5-2. Training.** A DSR that completed a successful tour as a DS must serve not less than 36 months in a valid career progression Table of Organizational Equipment assignment before reentering the DSP and attending the TRADOC approved 2-week DSRC, IAW AR 614-200.

a. Prior DSs returning to DS duty must complete DSRC training at Fort Jackson DSS for Active Army DS or any of the seven USAR DSSs. The DSS will conduct the following required recertification training:

(1) Administer the APFT within the first 24 hours. The DSR must achieve 60 points per event with a minimum total score of 180 points. Retest any DSR who fails to meet the 180 standard (60 points on each event) on the APFT on Day 9. Release from the DSRC any DSR that fails to meet the 180 standard on the retest APFT. Take height and weight measurements prior to administering of the APFT.

(2) The DSRs must pass all performance exams with a “GO”.

(3) The DSRs must receive a “GO” on all methods of instruction they present.

(4) Evaluate the DSRs on leading a minimum of one standardized physical training (SPT) session.

b. The DSRC POI contains all other training requirements for recertification training.

c. United States Army Reserve commanders will establish recertification training programs IAW the above requirements.

**5-3. Special Duty Assignment Pay.** After completion of recertification training, the DSS commandant/battalion commander will submit a copy of the DSR’s file and a memorandum requesting reinstatement of SDAP to the installation DS manager. The installation DS manager will process the request IAW local procedures and forward to the Defense Finance and Accounting Office to reinstate the DSR’s SDAP. For USAR DSRs, submit [DA Form 4187](#) (Personnel Action) through the chain of command to Division Deputy Chief of Staff for Personnel.

**5-4. Certification.** Keep recertification training on a Candidate Record of Training plotter found in the DSC's course management plan. Maintain this record at the NCOA/DSS or battalion S-1 for a minimum of 2 years.

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## **Chapter 6**

### **Drill Sergeant Leader Certification Requirements**

#### **6-1. Drill Sergeant Leader selection.**

a. Drill Sergeants currently on DS status may volunteer for DSL duty, or their CSM or 1SG may nominate DSs; however, the final word of acceptance rests with the DSS commandant.

b. Requirements include 1 year of successful service in the IET environment, no record of disciplinary action, and passing an APFT with a minimum score of 210 (70 in each event) within 45 days after reporting to the DSS. The DS will maintain this standard (that is, 70 points in each APFT event, for a total minimum score of 210 points) during the entire tenure as a DSL. Do not allow DSLs failing to maintain this level of fitness to instruct until the DSL once again achieves this level. Drill Sergeant Leaders must also maintain proper weight, body composition, and personal appearance to meet standards prescribed in AR 600-9. Do not allow DSLs that fail to maintain the standards set forth in tables 1 and 2, AR 600-9, to instruct until they once again achieve these standards. Prospective DSLs must also have a minimum of 1 year of retainability after DSL certification. Drill Sergeant Leaders have the option to extend for an additional 6 months beyond the current maximum of 36 months, but not to exceed a total of 42 months.

c. Soldiers returning to DS duties and under consideration as a prospective DSL will attend DS recertification training (see [chap 5](#), above). Do not reinstate SDAP for prospective DSLs until the NCOA/DSS commandant signs recertification training (not DSL certification).

d. The USAR DSs must have successfully served two complete AT periods as a DS in the IET environment. All other prerequisites, listed above, apply for those prospective USAR DSLs.

e. Only SSG and SFC DSs are eligible to serve as DSLs. Drill Sergeants in the rank of 1SG/MSG will serve as CI.

f. The DSS commandants will identify CI/Drill Sergeant Leader Candidates (DSLCS) NLT 90 days Active Army, 14 months USAR, prior to the departure of a qualified CI/DSL. Senior mission commanders will establish a policy that allows a 90-day/14-month overlap between the outgoing CI/DSL and their replacement. Do not include the DSLC in the candidate-to-DSL ratio.

#### **6-2. Training.**

a. The DSS commandant appoints a qualified DSL to monitor the progress of each DSLC.

b. The DSL certification training is 47 academic days for Active Army and a minimum of 40 academic days for USAR. Active Army DSLCs may begin their certification training on any academic training day within a cycle, but must complete the entire 47 academic training days.



United States Army Reserve DSLCs must begin their certification training at the beginning of either an AT or an ADT period. Both Active Army and USAR DSLCs must also attend all training events. The commandant may decide to grant more time on a case-by-case basis. Training will include the following:

(1) An overview of the DSSC POI. The DSLC should understand the methodology outlined in the DSSC POI (that is, counseling, grading standards and procedures, and the small group instruction concept). The CI will counsel the prospective DSL on the overview of the POI.

(2) Evaluation of all performance and written examinations outlined in the DSSC POI that the DSLC completes. The senior DSL will conduct these evaluations. The DSLC must receive a "GO" on all performance examinations. Performance examinations are the entire DSL SPT program, E05-02, E05-04, E05-11, F06-04, F06-06, F06-08, F06-12, F06-14, F06-18, and F06-20. The DSLC must receive at least a 70 percent on all written exams. The written exams are B02-08, C03-05, E05-12, J10-08, and J10-11. Retest a DSLC receiving a "NO-GO" IAW the CMP (candidate testing).

(3) Evaluation in drill and ceremony testing/grading procedures:

(a) The DSLC will first observe the testing procedures of their mentor.

(b) The DSLC will then simultaneously evaluate a DS candidate with the mentor as the primary grader.

(c) They will conduct three evaluations: talk-through, by the numbers, and step-by-step.

(d) The DSL (mentor) will conduct appropriate counseling of the DSLC's grading procedures. Use DSLC as a primary instructor after conducting counseling for that method of instruction.

(4) Evaluation of methods of instruction and the instruction in small group concept. Prior to their use as a primary instructor, the DSLC must complete certification; however, the DSLC may present drill and ceremony modules and demonstrations. The CI, or the Senior Drill Sergeant Leader (SDSL) in the absence of the CI, with all available DSLs forming the class, will evaluate the DSLC presentation ability on blocks of instruction on tactics, counseling, SPT, and basic rifle marksmanship (that is, Basic Rifle Marksmanship (BRM)). The CI/SDSL (in the absence of the CI) will select the block of instruction the DSLC will present, providing ample time to prepare for the instruction. The CI/SDSL (in the absence of the CI) will document all evaluations on TRADOC Form 369-E (DSS Cadre Evaluation Sheet) (see [fig 6-1](#) for sample form and [app C](#) for instructions on use of form). Use the DSLC as an instructor only after the DSLC receives a "GO" rating on TRADOC Form 369-E for that series of instruction. Never leave a DSLC instructing a class without a certified DSL present.

c. Chief Instructor candidates that served as a certified DSL must attend an informal sit-in with a DS class on all subjects listed below, and pass the APFT with a overall score of 210 (70 points in each event). The candidate will maintain this standard during the entire tenure as a CI.

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If the CI fails to maintain this level of fitness, do not allow the CI to function in this capacity until such time that this level is once again achieved. Chief Instructors must also maintain proper weight, body composition, and personal appearance to meet the standards prescribed in AR 600-9. Do not allow CIs that fail to maintain the standards set forth in tables 1 and 2, AR 600-9, to remain as a CI until they once again achieve these standards. Chief Instructor candidates never certified as a DSL will complete all requirements of the DSL certification program in subparagraph b, above. The outgoing CI or the DSS commandant will mentor the CI candidate. Evaluate the CI or DSL returning within 24-36 months on the following: one drill and ceremony presentation, APFT (70 per event with an overall score of 210 or higher), and one small group instruction on one of the following:

- (1) Tactics (L series).
- (2) Counseling (C series).
- (3) Standardized Physical Training (SPT series).
- (4) Basic Rifle Marksmanship (Introduction to BRM) (E series).

d. The commandant will:

- (1) Ensure each DSL is qualified and meets the requirement criteria as outlined in paragraphs [6-1b](#), 6-1c, 6-1d, and 6-1e, above.
- (2) Track each DSLs progress beyond the certification program and maintain a progress plotter in the DSL's packet.
- (3) Request DSLC's certification of training. The commandant will submit a memorandum, with name, rank, social security number (SSN), and start/finish dates of the certification training, to Commander, USATC and Fort Jackson (ATZJ-DSPP), 2179 Sumter Street, Fort Jackson, SC 29207-5315.
- (4) Use TRADOC Form 369-E to evaluate each DSL on their classroom small group instruction and techniques, a minimum of once every 90-calendar days, and place a copy of the evaluation in the DSL's file. The CI and platoon sergeant will assist in performing these evaluations.

e. Each DSS will maintain a file on each DSL (see DSSC CMP for specific content).

f. Upon completion of a 36-month tour as a certified DSL, USAR DSLs will recertify on BCT Warrior Tasks and Battle Drills by attending either a 14-day AT period or 7 IDT periods. If the USAR DSL does not recertify as this paragraph directs, terminate the DSLs' status upon the completion of a 60-month tour.

DSS CADRE EVALUATION SHEET (FOR USE OF THIS FORM, SEE TRADOC REG 350-16. THE PROPONENT IS DCSOPS&T.)				
INSTRUCTOR Jones, John J.		GRADE SSG	CLASS 03-01	DATE 1 March 2005
LOCATION United States Army Drill Sergeant School, Fort School, Location 12345				
SECTION I: EVALUATION OF SMALL GROUP INSTRUCTION METHODS				
PERFORMANCE AREAS	GO	NO GO	NA	STANDARDS
<b>A. INTRODUCTION.</b>				
1. Learning Objectives.	✓			States complete objective, either from the advance sheet or lesson guide, in terms consistent with approved TLOs/ELOs (Lesson Development Sheet).
2. Orientation Statement.	✓			Explains or shows how task relates to a job a DSC will perform (why training is necessary).
3. Subject Matter Expert.	✓			Instructor is fully prepared. Instructor contributes to learning environment with personal experiences, rather than keeping attention focused only on the lesson guide, without facilitating classroom discussion.
4. Observer Process.	✓			Encourages input from all group members. Does not judge or put down member comments. Picks up on nonverbal clues (for example, member wishes to make input; member does not understand point) and responds appropriately.
<b>B. FACILITATION.</b>				
1. Discussion Coverage.	✓			Follows lesson guide and discussion input. Discussions support the learning objective.
2. Technique.	✓			Asks questions, restates or summarizes points, or makes clarification to keep discussion on track with learning objective. Does not interject opinions. Raises issues only when it is apparent group members will not. Guides group to consensus when necessary.
3. After Action Reviews/Summary.	✓			Restates learning objectives (given in summary). Guides class discussion of what students learned. Encourages participation and summarizes learning.
4. Other Standards (Locally Determined). (Specify local standard(s), if any, and check appropriate block. Otherwise, check "NA.")			NA	
COMMENTS:				

Figure 6-1. Sample DSS Cadre Evaluation Sheet

SECTION II: EVALUATION POST CHECK						
PERFORMANCE AREAS	GO	NO GO	NA	STANDARDS		
<b>A. COMMUNICATION TECHNIQUES.</b>						
1. Speech/Language.	✓			Can be heard and understood. Uses correct grammar.		
2. Demeanor.	✓			Uses direct eye contact. Appears confident and prepared; well refined.		
3. Questioning Techniques.	✓			Uses the Ask-Pause-Call techniques as outlined in DSS POI. Does not put down members for incorrect answer; instead, redirects into the group for assistance and comes back to those members in the group discussions.		
<b>B. CLASSROOM MANAGEMENT.</b>						
1. Learning Conditions.	✓			Classroom is neat and clean. Seating arrangement is proper for type of training. Effort is made to correct/compensate adverse conditions; for example, poor lighting and climate extremes. All students can see and hear demonstrations and training aids.		
2. Equipment and Materials.						
a. Training Equipment.	✓			There is adequate training equipment for proper equipment-to-student ratio. Equipment works properly.		
b. Training Aid Equipment.	✓			Equipment is set up correctly, focused, and ready to use.		
c. Materials.	✓			Provides sufficient handouts and other written materials for all students (for example, Summary Sheets, PEs, etc.)		
<b>C. OTHER STANDARDS (LOCALLY DETERMINED).</b> (Specify local standard(s), if any, and check appropriate block. Otherwise, check NA.)			NA			
Has evaluator reviewed lesson plan and associated course materials?				YES	✓	NO
I certify that the instructor evaluated was critiqued immediately after evaluation.	SIGNATURE OF EVALUATOR <i>Jane J. Doe</i>			DATE 1 March 2005		
	NAME AND TITLE (TYPED OR PRINTED) Doe, Jane J., ISG, Chief Instructor					
TO BE COMPLETED BY EVALUATOR						
SIGNATURE OF INSTRUCTOR <i>JOAN J. JONES</i>			NAME AND TITLE (TYPED OR PRINTED) Jones, John J., SSG			DATE 1 March 2005

Figure 6-1. Sample DSS Cadre Evaluation Sheet (cont)

**Appendix A**  
**References**

**Section I**  
**Required Publications**

AR 140-10  
Assignments, Attachments, Details, and Transfers

AR 140-158  
Enlisted Personnel Classification, Promotion, and Reduction

AR 600-9  
The Army Weight Control Program

AR 600-85  
Army Substance Abuse Program (ASAP)

AR 614-200  
Enlisted Assignments and Utilization Management

AR 623-1  
Academic Evaluation Reporting System

FORSCOM/TRADOC Reg 140-3  
United States Army Reserve (USAR) Division (Institutional Training) Training Management and Policies

TRADOC Pam 350-70-5  
Systems Approach to Training: Testing

TRADOC Reg 350-6  
Initial Entry Training (IET) Policies and Administration

TRADOC Reg 350-70  
Systems Approach to Training Management, Processes, and Products

**Section II**  
**Related Publications**

AR 40-501  
Standards of Medical Fitness

AR 350-1  
Army Training and Education

AR 570-5  
Manpower Staffing Standards System

## **TRADOC Reg 350-16**

AR 600-8-22  
Military Awards

AR 611-5  
Army Personnel Selection and Classification Testing

TRADOC Reg 350-10  
Institutional Leader Training and Education

TRADOC Reg 350-18  
The Army School System (TASS)

### **Section III Prescribed Forms**

TRADOC Form 298-R-E  
Drill Sergeant of the Year Nominee (prescribed in para 4-3)

TRADOC Form 350-E  
Drill Sergeant Course Performance (prescribed in paras 1-4g(10), 2-3d)

TRADOC Form 369-E  
DSS Cadre Evaluation Sheet (prescribed in paras 6-2b(4), 6-2d(4), and app C)

TRADOC Form 603-R  
Active Army Drill Sergeant Report (prescribed in para 2-11 and app D)

TRADOC Form 603-1-E  
Active Army Drill Sergeant Report by Grade and MOS (prescribed in para 2-11 and app E)

### **Section IV Referenced Forms**

DA Form 2-1  
Personnel Qualification Record, Part II

DA Form 1059  
Service School Academic Evaluation Report

DA Form 4187  
Personnel Action

DA Form 7424  
Sensitive Duty Assignment Eligibility Questionnaire

## Appendix B

### Instructions for Completing TRADOC Form 350-E, Drill Sergeant Course Performance

**B-1. Purpose of form.** TRADOC Form 350-E records the attrition rate for the Active Army/USAR DSS for each graduating class.

- a. Item 1: Enter the DSS name, location.
- b. Item 2: Enter the class number.
- c. Item 3: Enter the class date (start and end dates), by DD/MM/YY.
- d. Item 4: **SCHEDULED.** Enter the number of candidates who started the class (provided from HRC), which will include new-starts.
- e. Item 5: **ACTUAL INPUT.** Enter the number of candidates that started the class. If a soldier was a new-start, do not include in actual input. This section may or may not equal Item 4, because no-shows and nonqualified arrivals are not subtracted in Item 4.
- f. Item 6: **RANK.** Enter the number of candidates that started the class, by rank and component, to include new-starts.
- g. Item 7: **INITIAL APFT FAILURES.** Enter, by component, the number of candidates failing the initial APFT retest.
- h. Item 8: **CLASS GRADUATION.** Enter, by gender, the number of candidates graduating from the course (Item 6 minus Items 7, 9, 10, 11, 12, 13, 14, 15, and 16).
- i. Item 9: **NO SHOWS.** Enter, by gender, the number of no shows that did not report to the school, but were scheduled on ATRRS. Use Item 17 to record by name, SSN, unit, and reason.
- j. Item 10: **UNQUALIFIED ARRIVALS.** Enter, by gender, the number of, and reason for, unqualified arrivals. Do not include unqualified arrivals as Actual Input in Item 5.
- k. Item 11: **FINAL APFT FAILURES.** Enter, by gender, the number of final APFT failures. Enter reason (for example, push-ups, etc.), soldier's name, SSN, unit, and whether the soldier was a volunteer or a DA select. For tracking purposes, enter the candidate's unit (USAR) or the installation (Active Army) from which the candidate arrived as a permanent change of station to attend school. Use Item 17 for continuation.
- l. Item 12: **ACADEMIC ATTRITION.** Enter, by gender, the number of soldiers released for academics. Enter the reason, soldier's name, SSN, unit, General Technical (GT) score, and whether the soldier was a volunteer or a DA select. Use Item 17 for continuation.
- m. Item 13: **ADMINISTRATIVE ATTRITION.** Enter, by gender, the number of soldiers released for administrative reasons. Enter the reason, soldier's name, SSN, unit, and whether the soldier was a volunteer or DA select. Use Item 17 for continuation.

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n. Item 14: **DISCIPLINARY ATTRITION.** Enter, by gender, the number of soldiers released for disciplinary reasons, to include lack of motivation. Enter the reason, soldier's name, SSN, unit, and whether the soldier was a volunteer or a DA select. Use Item 17 for continuation.

o. Item 15: **MEDICAL.** Enter, by gender, the number of medically released soldiers. Enter the reason, soldier's name, SSN, unit, and whether the soldier was a volunteer or DA select. For candidates medically released, include whether the conditions existed prior to school. Use Item 17 for continuation.

p. Item 16: **OTHER CODES.** Enter, by gender and reason code, candidates released for other reasons (that is, positive urinalysis, overweight, new-start). New started soldiers will not be counted in Actual Input IAW Item 5, above. Enter the reason, soldier's name, SSN, unit, and whether the soldier was a volunteer or a DA select. Use Item 17 for continuation. Count new-start soldiers in attrition rate.

q. Item 17: **ADDITIONAL COMMENTS.** List additional information supporting Items 10 through 16 (for example, new-start). Provide any additional information or comments in regard to the DSSC, policies, and regulations.

**B-2. Additional information.** New-starts entering the course are calculated in ATRRS data in Item 4. List these new-start soldiers in Item 17. A new-start that does not graduate is reflected in Item 8 accordingly.

---

## Appendix C

### Instructions for Using TRADOC Form 369-E, DSS Cadre Evaluation Sheet

**C-1. Sections of form.** TRADOC Form 369-E presents the DSSC POI performance standards for preparing and conducting training, using the instruction in small group methods. The evaluation sheet contains the following sections:

a. Section I: Evaluation of Small Group Instruction Methods.

b. Section II: Evaluation Post Check. Evaluate all presentations using Section II, which presents additional generic standards for training delivery.

**C-2. Grading.** To receive an overall "GO" for a graded presentation, the DSL/DSC must receive a "GO" for each of the applicable performance areas listed in the left-hand column of the evaluation sheet. The performance standards are listed in the right-hand column on the sheet. These standards are provided to inform the cadre member of the performance requirements and to assist evaluators in determining the basis for a "GO" for any given performance area.

**C-3. Standards.** The standards listed in both sections are the minimum HQ TRADOC performance standards. However, additional locally established standards may be added in each section under "Other Standards" (section I, block F; and section II, block C).



## Appendix D

### Instructions for Completing TRADOC Form 603-R, Active Army Drill Sergeant Report

#### D-1. Categories.

a. **Authorized (A).** Enter the number of DSs authorized in proposed, projected, or approved TDA documents; include HQDA-approved Directed Military Overstrength and Training Resources Arbitration Panel actions. Report authorizations as male/female (that is, 40/2). When authorizations are proposed or projected to change (see instructions for line "S" below), report the new figures in the column immediately to the right of reporting installation, using lines A, C, E, G, I, K, and N.

b. **Operating (O).** Enter number of DSs currently assigned. Do not include DSs pending relief/removal from the program, personnel in transit, or DSCs attending or waiting to attend DSS. Report operating strength as male/female (for example, 39/3). See paragraph D-2f below.

c. **Pending Relief.** Qualified DSs relieved/removed from duty and pending action to relieve/remove from the DSP.

d. **Reliefs (Cause).** Drill Sergeants relieved/removed from the DSP for failure to maintain high standards of conduct, professionalism, appearance, UCMJ action, etc.

e. **Reliefs (Other).** Drill Sergeants relieved/removed from the DSP for reasons other than "cause" (that is, medical profile, including pregnancy, family hardships, promotion to MSG, etc.).

#### D-2. Report format.

a. **FROM.** Enter complete address of headquarters submitting the report, including zip code.

b. **POC.** Enter data for the installation DS manager.

c. **Period Ending.** Enter day, month, and year for data reporting month (always the last day of each month).

d. **Lines A, C, E, G, I, and K.** Enter number of DSs authorized (male/female) for appropriate category of training.

e. **Lines B, D, F, H, J, and L.** Enter number of DSs operating (male/female) for appropriate category of training. Do not include those DSs reported in line M as pending relief from the DSP.

f. **Line M.** Enter number of DSs (male/female) relieved/removed from DS duties and pending approval action to relieve/remove them from the DSP prior to completion of their DS tour. Do not include as operating in lines B, D, F, H, J, and L. Do include total in line O.

g. **Line N.** Enter the total DSs authorized (sum of lines A, C, E, G, I, and K (male/female)). Line N must agree with installation total reported on TRADOC Form 603-1-E.

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h. **Line O.** Enter the total operating DS (sum of lines B, D, F, H, J, L, and M (male/female)). Line O must agree with installation total reported on TRADOC Form 603-1-E.

i. **Line P.** Enter percentage of total operating versus total authorized (line O divided by line N).

j. **Line Q.** Enter projected gains (male/female) of qualified DSs in next 180 days. Include prior qualified DSs and projected DSS graduates (less attrition). Line Q must agree with installation total projected gain reported on TRADOC Form 603-1-E.

k. **Line R.** Enter projected losses (male/female) of operating DSs in next 180 days. Line R must agree with installation total projected losses reported on TRADOC Form 603-1-E.

l. **Line S.** Enter same number as shown on Line N. If authorizations are proposed or projected to change within the next 180 days, enter the proposed or projected number authorized (male/female). See paragraph D-1a above.

m. **Line T.** Enter projected (male/female) operating strength (Lines O plus Q minus R).

n. **Line U.** Enter percentage of total projected operating versus projected authorized (line T divided by line S).

o. **Line V.** Enter cumulative total of DSS graduates (male/female) for current FY. Only those installations with a DSS will report graduate figures.

p. **Line W.** Enter cumulative total of DSs candidates (male/female) eliminated from the DSSC for the current FY. Only those installations with a DSSC will report candidate elimination numbers.

q. **Line X.** Enter cumulative total of DSs (male/female) relieved/removed from the DSP for cause for the current FY.

r. **Line Y.** Enter cumulative total of DSs (male/female) relieved/remove from the DSP for reasons other than "for cause."

s. **Line Z.** Enter total number of DSs on initial tour on status 0-6 months.

t. **Line AA.** Enter total number of DSs on initial tour from 7-12 months, plus DSs that reentered the DSP and were reinstated at this pay level.

u. **Line BB.** Enter total number of DSs on initial tour that completed over 12 months, plus DSs that reentered the DSP and were reinstated at this pay level.

## Appendix E

### Instructions for Completing TRADOC Form 603-1-E, Active Army Drill Sergeant Report by Grade and MOS

**E-1. General instructions.** This report is an addendum to TRADOC Form 603-R. Attach to the back of TRADOC Form 603-R.

#### E-2. Contents of form.

- a. **Installation.** Enter installation and state only.
- b. **Date.** Enter day, month, and year for data reporting month (last day of each month--same as entered on TRADOC Form 603-R).
- c. **Page number.** Number consecutively and enter as "1 of 7," "2 of 7," etc.
- d. **Line column.** Number consecutively all lines with data entered in columns 'a' through 'p'.
- e. **MOS** (column 'a'). Enter in numerical order the three-digit MOS.
- f. **Authorized** (columns 'b' through 'e'). Enter current authorization in upper half of block, proposed or projected authorizations in lower half.
- g. **Operating Strength** (columns 'f' through 'j'). Enter current operating strength in appropriate grade columns. This number will include those DSs pending relief/removal from the DSP.
- h. **Projected Gains/Losses** (columns 'k' through 'o'). Enter projected gains/loses for 180 days subsequent to date of report.
- i. **Projected Operating Strength** (column 'p'). Enter the 180-day projected operating strength. Column 'j' plus column 'o,' gains, minus column 'o,' losses.
- j. **Page Total.** Enter page total on each page for columns 'b' through 'p'.
- k. **Installation Total.** Enter installation total (add page totals) on last page of the report for columns 'b' through 'p'. Installations submitting a one-page report may omit these numbers if page total columns are entered. Columns 'e,' 'j,' 'o,' and 'p' must agree with appropriate line entries on TRADOC Form 603-R.

## Glossary

### Section I Abbreviations

1SG	first sergeant
ADT	active duty for training

## TRADOC Reg 350-16

AER	academic evaluation report
AIT	advanced individual training
APFT	Army Physical Fitness Test
AT	annual training
ATC	Army Training Center
ATRRS	Army Training Requirements and Resource System
BCT	basic combat training
BDU	battle dress uniform
BNCOC	Basic Noncommissioned Officers Course
BRM	Basic Rifle Marksmanship
CA	combat arms
CFA	Candidate for Accreditation
CG	Commanding General
CI	Chief Instructor
CMF	Career Management Field
CMP	course management plan
CONUS	continental United States
CS	combat support
CSM	Command Sergeant Major
CSS	combat service support
DA	Department of the Army
DCS	Deputy Chief of Staff
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DCSPIL	Deputy Chief of Staff for Personnel, Infrastructure, and Logistics
DIV(IT)	Division (Institutional Training) (USAR)
DS	Drill Sergeant
DSC	Drill Sergeant Candidate
DSL	Drill Sergeant Leader
DSLC	Drill Sergeant Leader Candidate
DSOY	Drill Sergeant of the Year
DSP	Drill Sergeant Program
DSPP	Drill Sergeant Program Proponent
DSR	Drill Sergeant Returnee
DSRC	Drill Sergeant Recertification Course
DSS	Drill Sergeant School
DSSC	Drill Sergeant School Course
FORSCOM	United States Army Forces Command
FTU	Fitness Training Unit
FY	fiscal year
GT	General Technical
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HRC	U.S. Army Human Resources Command
IAW	in accordance with
IDT	inactive duty training
IET	initial entry training
ISE	internal self-evaluation
IT	Institutional Training

MOI	Memorandum of Instruction
MOS	military occupational specialty
MSG	master sergeant
MTT	mobile training team
NCO	noncommissioned officer
NCOA	Noncommissioned Officer Academy
NCOES	Noncommissioned Officer Education System
NLT	not later than
ODCS	Office of the Deputy Chief of Staff
OSUT	one station unit training
PLDC	Primary Leadership Development Course
POC	point of contact
POI	Program of Instruction
RC	Reserve Component
SDAP	Special Duty Assignment Pay
SDSL	Senior Drill Sergeant Leader
SFC	sergeant first class
SGT	sergeant
SPT	standardized physical training
SQI	skill qualification identifier
SSG	staff sergeant
SSN	social security number
TDA	table of distribution and allowances
TRADOC	U.S. Army Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
USAAC	U.S. Army Accessions Command
USAR	U.S. Army Reserve
USATC	U.S. Army Training Center

## Section II

### Terms

#### Accreditation

A formalized assessment of each TRADOC DSS that focuses on compliance with approved POI, this regulation, and ARs 614-200 and 623-1, as Commander, USATC and Fort Jackson (ATZJ-DSPP) determines. This determination is followed by issuance of certificate of accreditation, Drill Sergeant School, by Commander, USATC and Fort Jackson.

#### Army Physical Fitness Test

Three-event test designed to measure the basic components of fitness and evaluate soldier's ability to perform physical tasks.

#### Assistance visit

A formalized evaluation, training, and program improvement process designed to provide DSS commandants detailed proponent guidance in the areas of DSS administration, operations, and training.

## **TRADOC Reg 350-16**

### **Certification**

Process of determining the quality and standardization of training.

### **Drill Sergeant Candidate**

A selected noncommissioned officer HRC identifies and notifies of their selection to attend DSS and receive specialized training to become a DS.

### **Drill Sergeant School Course**

Functional course providing qualified Active Army and USAR NCOs specialized training resulting in the awarding of SQI "X".

### **Drill Sergeant Leaders**

Selected DSs that received additional specialized training to perform duties as an instructor in a DSS.

### **Drill Sergeant of the Year**

Active Army and USAR DSs that special selection boards at Active Army installations and USAR DIV(ITs) nominate and select to compete at the annual HQ, TRADOC competition.

### **Drill Sergeant Program**

HQDA program designed to provide highly motivated, qualified professionals to serve as cadre in IET.

### **Drill Sergeant Returnee**

A DS that successfully completed a tour of duty as a DS in a previous assignment and volunteered and was accepted for a subsequent DS tour.

### **Drill Sergeant School**

The physical location the DSC is taught in the Active Army and USAR.

### **Fitness Training Unit**

A special training unit at a BCT/OSUT ATC designed to bring new enlistees in poor physical condition up to a minimum level of fitness, prior to starting BCT/OSUT. It is not a remedial training program for soldiers already in BCT/OSUT/AIT.

### **Human Resources Command**

The U.S. Army Human Resources Command integrates and coordinates military personnel systems to develop and optimize the utilization of the Army's human resources in peace and war.

### **Initial entry training**

Training presented to new enlistees with no prior military service. It is designed to produce disciplined, motivated, physically fit soldiers ready to take their place in the Army in the field. This training consists of BCT, AIT, and OSUT.

**MOS structure**

The specific mix of DS MOS required in BCT, OSUT, and AIT to improve training.

**New-start**

A soldier placed in a class behind the original class. This procedure supports soldiers experiencing personal, medical, physical, or academic problems, but with outstanding potential as a DS.

**One station unit training**

IET conducted at one installation, in one unit, under the same cadre, with an integrated POI tailored to a specific MOS.

**Platoon sergeant**

The senior DSL in charge of a class.

**Recertification training**

The minimum training required for previous DSs who return to active status in IET.

**Reserve Component**

Members and units of the Army National Guard and Army Reserve.

**Satellite schools**

Separate locations for DS training within a USAR leadership academy.

**Skill qualification identifier**

The fifth character of a soldier's MOS that identifies qualification in a special skill.

**Standardized physical training**

Standardized physical training emphasizes progressive conditioning of the entire body and fosters the development and sustainment of a high state of proficiency and readiness among soldiers and units throughout the Army.

**Unqualified arrival**

A DSC that reports to DSS unable to meet the established criteria of AR 614-200 and this regulation. This includes failing weight standards, service remaining requirements, prerequisites for enrollment, etc.

FOR THE COMMANDER:

OFFICIAL:

ANTHONY R. JONES  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

/signed/  
JANE F. MALISZEWSKI  
Colonel, GS  
Chief Information Officer

<b>DRILL SERGEANT OF THE YEAR NOMINEE</b> <b>(TRADOC Reg 350-16)</b>		<b>RCS EXEMPT</b> <b>para 5-2h(1), AR 335-15</b>		
<b>PRIVACY STATEMENT</b>				
1. AUTHORITY: TITLE 5, US Code 301  2. PRINCIPAL PURPOSE(S): To provide HQ TRADOC the nominee information sheet to enter Drill Sergeant of the Year competition.  3. ROUTINE USES: To provide to PAO and HQ TRADOC the necessary information needed for the Drill Sergeant of the Year competition.  4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION. Voluntary failure to provide information may result in applicant's non-selection.				
NAME (Last, First, Middle)			SSN	
SPOUSE (Last, First, Middle)				
HOME PHONE NUMBER (Area Code)		DUTY PHONE NUMBER (DSN)		
HOME MAILING ADDRESS		DUTY MAILING ADDRESS		
BDE CSM			PHONE NUMBER (DSN)	
POST/DIV CSM			PHONE NUMBER (DSN)	
WILL YOUR SPOUSE ACCOMPANY YOU TO HQ TRADOC?		<input type="checkbox"/>	YES	<input type="checkbox"/> NO



<b>DRILL SERGEANT COURSE PERFORMANCE</b> (FOR USE OF THIS FORM, SEE TRADOC REG 350-16. PROPONENT IS DCSOPS&T.)										REQUIREMENTS CONTROL SYMBOL ATTG-35 (R-2)	
1. DSS				2. CLASS NUMBER			3. CLASS DATES				
							FROM: _____ TO: _____				
4. SCHEDULED		5. ACTUAL INPUT			6. RANK				7. INITIAL APFT FAILURES		
		MALE:				Active Army		USAR		Active Army	
						SFC		SFC			
		FEMALE:				SSG		SSG		USAR	
						SGT		SGT			
8. CLASS GRAD		MALE:		FEMALE:		9. NO SHOWS		MALE:		FEMALE:	
10. UNQUALIFIED ARRIVAL		REASON				UNIT				VOLUNTEER/DA SELECTED	
MALE											
FEMALE											
11. FINAL APFT FAILURE		REASON				UNIT				VOLUNTEER/DA SELECTED	
MALE											
FEMALE											
12. ACADEMIC		REASON				UNIT				VOLUNTEER/DA SELECTED	
MALE											
FEMALE											
13. ADMINISTRATIVE		REASON				UNIT				VOLUNTEER/DA SELECTED	
MALE											
FEMALE											
14. DISCIPLINARY		REASON				UNIT				VOLUNTEER/DA SELECTED	
MALE											
FEMALE											
15. MEDICAL		REASON				UNIT				VOLUNTEER/DA SELECTED	
MALE											
FEMALE											
16. OTHER CODES		REASON				UNIT				VOLUNTEER/DA SELECTED	
MALE											
FEMALE											
REASON CODES: P = POSITIVE URINALYSIS; O = OVERWEIGHT; N = NEW START											

## DRILL SERGEANT COURSE PERFORMANCE

### 17. ADDITIONAL INFORMATION/COMMENTS.

### INSTRUCTIONS

- (1) The DSS name and location.
- (2) Class Number.
- (3) Class Dates (Start and End Dates).
- (4) SCHEDULED. Enter the number of candidates programmed to start class (provided from Human Resources Command).
- (5) ACTUAL INPUT. Enter number of candidates that started the class. (If a soldier was new started from the class, do not include in *Actual Input*.)
- (6) RANK. Enter the number of candidates by rank and component that started the class.
- (7) Enter the number of candidates (by component) failing the initial APFT retest.
- (8) Enter the number of candidates graduating from the course.
- (9) Enter the number and reason for any no shows (utilize Item 17 for entries), and do not include no shows as *Actual Input* in Item 5.
- (10) UNQUALIFIED ARRIVALS. Enter, by gender, the number and reason for unqualified arrivals. Do not include unqualified arrivals as *Actual Input* in Item 5.
- (11) FINAL APFT FAILURES. Provide reasons for each failure (for example, push-up, etc.). For tracking purposes, enter the candidate's unit (USAR) or the installation (Active Army) from which the candidate moved through Permanent Change of Station to attend school, and whether the soldier volunteered or was DA selected for DSS.
- (12) ACADEMIC ATTRITION. Enter the number, reason, and unit period GT Score for each failure.
- (13) ADMINISTRATIVE ATTRITION. Enter the number, reason, and unit for candidates who are released for administrative reasons.
- (14) DISCIPLINARY ATTRITION. Enter the number, reason, and unit for candidates released due to disciplinary reasons, to include lack of motivation.
- (15) MEDICALLY RELEASED. Enter the number, reason, and unit for candidates medically released. Include whether the conditions existed prior to school.
- (16) OTHER CODES. Enter the number, reason (code) and unit for candidates released for other reasons (for example, Positive Urinalysis, Overweight, New Start). Do not count new started soldiers in attrition (IAW Item 5, above).
- (17) List additional information supporting the appropriate blocks, including recommendations for policy and program changes.

<b>DSS CADRE EVALUATION SHEET</b> (FOR USE OF THIS FORM, SEE TRADOC REG 350-16. THE PROPONENT IS DCSOPS&T.)				
INSTRUCTOR	GRADE	CLASS	DATE	
LOCATION				
<b>SECTION I: EVALUATION OF SMALL GROUP INSTRUCTION METHODS</b>				
PERFORMANCE AREAS	GO	NO GO	NA	STANDARDS
<b>A. INTRODUCTION.</b>				
1. Learning Objectives.				States complete objective, either from the advance sheet or lesson guide, in terms consistent with approved TLOs/ELOs (Lesson Development Sheet).
2. Orientation Statement.				Explains or shows how task relates to a job a DSC will perform (why training is necessary).
3. Subject Matter Expert.				Instructor is fully prepared. Instructor contributes to learning environment with personal experiences, rather than keeping attention focused only on the lesson guide, without facilitating classroom discussion.
4. Observer Process.				Encourages input from all group members. Does not judge or put down member comments. Picks up on nonverbal clues (for example, member wishes to make input; member does not understand point) and responds appropriately.
<b>B. FACILITATION.</b>				
1. Discussion Coverage.				Follows lesson guide and discussion input. Discussions support the learning objective.
2. Technique.				Asks questions, restates or summarizes points, or makes clarification to keep discussion on track with learning objective. Does not interject opinions. Raises issues only when it is apparent group members will not. Guides group to consensus when necessary.
3. After Action Reviews/Summary.				Restates learning objectives (given in summary). Guides class discussion of what students learned. Encourages participation and summarizes learning.
4. Other Standards (Locally Determined). <i>(Specify local standard(s), if any, and check appropriate block. Otherwise, check "NA.")</i>				
COMMENTS:				

SECTION II: EVALUATION POST CHECK						
PERFORMANCE AREAS	GO	NO GO	NA	STANDARDS		
<b>A. COMMUNICATION TECHNIQUES.</b>						
1. Speech/Language.				Can be heard and understood. Uses correct grammar.		
2. Demeanor.				Uses direct eye contact. Appears confident and prepared; well refined.		
3. Questioning Techniques.				Uses the Ask-Pause-Call techniques as outlined in DSS POI. Does not put down members for incorrect answer; instead, redirects into the group for assistance and comes back to those members in the group discussions.		
<b>B. CLASSROOM MANAGEMENT.</b>						
1. Learning Conditions.				Classroom is neat and clean. Seating arrangement is proper for type of training. Effort is made to correct/compensate adverse conditions; for example, poor lighting and climate extremes. All students can see and hear demonstrations and training aids.		
2. Equipment and Materials.						
a. Training Equipment.				There is adequate training equipment for proper equipment-to-student ratio. Equipment works properly.		
b. Training Aid Equipment.				Equipment is set up correctly, focused, and ready to use.		
c. Materials.				Provides sufficient handouts and other written materials for all students (for example, Summary Sheets, PEs, etc.)		
<b>C. OTHER STANDARDS (LOCALLY DETERMINED).</b> <i>(Specify local standard(s), if any, and check appropriate block. Otherwise, check NA.)</i>						
Has evaluator reviewed lesson plan and associated course materials?				YES		NO
I certify that the instructor evaluated was critiqued immediately after evaluation.	SIGNATURE OF EVALUATOR			DATE		
	NAME AND TITLE (TYPED OR PRINTED)					
TO BE COMPLETED BY EVALUATOR						
SIGNATURE OF INSTRUCTOR			NAME AND TITLE (TYPED OR PRINTED)			DATE

ACTIVE ARMY DRILL SERGEANT REPORT

CATEGORY		INSTALLATION PERSONNEL STATUS										
		LEE	LITTLE CREEK	LOWRY	PENSACOLA	REDSTONE	RUCKER	SILL	STORY	WOOD	SHEPPARD	TOTAL
A	ACTIVE	A										
B	STRENGTH	O										
C		A										
D		O										
E		A										
F		O										
G		A										
H		O										
I		A										
J		O										
K		A										
L		O										
M												
N	TOTAL											
O												
P												
Q	PROJECTION (180 DAYS)											
R												
S												
T												
U												
V	SCHOOL											
W	DATA											
X	RELIEFS (CAUSE)											
Y	RELIEFS (OTHER)											
Z	SDA PAY											
AA												
BB												

8.5 x 11

PREVIOUS EDITIONS ARE OBSOLETE

TRADOC FORM 603-R, AUG 02

